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15 November 1949

MEMORANDUM

SUBJECT: Study of Organization Structure of OPC

1. The following are points which we feel merit consideration in connection with your study of the above problem.

a. Due to the separation of the Planning and Operations Divisions there is a definite discrepancy in the professional skills of the members of the two divisions. From a training point of view some members of the Planning Division do not feel they should take the same training courses as given to Operations personnel.

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b. In preparing curricula for courses of TRD, we must go to two divisions to obtain their viewpoints of what should be included in such courses. On the matter of doctrine, we must also confer with both divisionsand find that there are often wide discrepancies in their viewpoints. As a result, TRD is put in a position where they must interpolate between them and yet try to meet the requirements of both divisions.

c. Planners and actual operators should be in the same division in order to have good integration of an operation. In the present organization the planners represent the activity and the operators represent the area and as a result the two are not compatible. There should be an area division with the various specialists for each activity within the area and with perhaps a super-planning board to coordinate all plans for a specific geographic area.

d. Securing speakers for TRD is difficult because TRD doesn't know to whom to go.

e. If the Operations and Planning Divisions were combined it would be possible to have a clerical ppol to equalize the stenographic load of both divisions. At present some clerical personnel are overworked and others are idle.

f. There is no place where the doctrine of OPC is laid down in an integrated, coordinated manner. At present each branch creates individual doctrines or principles upon which it shall operate. The professional cleavage of P&P and OPS results in a failure on the part of TRD to be able to get an established doctrine and techniques for particular activities

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which should be reflected in our training courses. A representative or committee of ADPC should be appointed who would be responsible for the publication of such doctrine and for getting the necessary information, instructional material, etc., to TRD.

g. Within each geographic area there should be a small support staff to handle administrative details, which would work in conjunction with COS.

h. The responsibilities of each office should be spelled out so that TRD can know exactly what each branch does; it should also be made certain that the divisions are doing only what is charged to them and not overlapping the duties of another office.

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